



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
950 JEFFERSON AVENUE
FORT EUSTIS, VIRGINIA 23604-5700

ATCS-E

29 AUG 2011

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: TRADOC Policy Letter 9, Consideration of Others (CO2) Program

1. References:

- a. Department of the Army Consideration of Others Handbook.
- b. AR 600-20, Army Command Policy, 27 Apr 10.

2. CO2 was developed for you, the commander. It is a tool designed to help you build unit cohesion and assist you in the complex task of leading Soldiers. CO2 is defined as those actions that indicate a sensitivity to, and regard for, the feelings and needs of others and an awareness of the impact of one's own behavior on them.

3. I strongly support the TRADOC CO2 Program as a way to maintain our values-based Army, benefitting our organizations and this command. The program encompasses a training methodology that utilizes small group interactive discussions. When effectively executed, the CO2 methodology engenders trust, builds cohesion, and improves the organizational climate.

4. I expect commanders and directors to tailor programs to their organizations and publish a written policy indicating support for the CO2 Program.

5. This policy is effective until superseded or rescinded.



ROBERT W. CONE
General, U.S. Army
Commanding

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(see next page)

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